

City of Norcross

*65 Lawrenceville Street
Norcross, GA 30071*



Meeting Agenda

Thursday, January 27, 2022

8:00 AM

Gwinnett Chamber of Commerce
6500 Sugarloaf Parkway, Duluth, GA 30097

Mayor and Council Visioning Session

Mayor Craig Newton

Mayor Pro Tem Matt Myers

Councilmember Andrew Hixson

Councilmember Josh Bare

Councilmember Bruce Gaynor

Councilmember Arlene Beckles

- I. **Call to Order**
PLEASE TURN OFF ALL CELL PHONES AND ELECTRONIC DEVICES
- II. **Icebreaker and Continental Breakfast**
- III. **8:00 am City Manager, Evaluation Criteria Final Draft - *Mayor and Council and City Manager***
- IV. **Adjourn to Exec for Legal, Real Estate, and Personnel**
- V. **Return to open session**
- VI. **9:00 am City Manager Goals and Objectives with Timelines - *City Manager and Mayor and Council***

City Manager Evaluation Draft

[Evaluation Form Final Draft](#)

[Self-Evaluation](#)

- VII. **10:00 am Community Work Program and Comp Plan Review - *City Manager, Tracy Rye, William Corbin, Bill Grogan, James Trent, Pam Ledbetter***

Community Work Program Review

[Community Work Program](#)

[Report of Accomplishments](#)

- VIII. **12:00 pm LUNCH**
- IX. **1:00 pm DDA and NDA Objectives - *Norwood Davis and Kathleen Allen***

DDA Project Priorities

[DDA Project List](#)

NDA Project Priorities

[NDA Project List](#)

- X. **2:00 pm Project Development or Implementation Plan - *City Attorney, City Financial Planner, Mayor and Council, Norwood Davis, and GMA Staff***

Buford Highway Nodes

[Sizemore presentation - Buford Hwy Nodes](#)

- XI. **5:00 pm Adjourn**



MAYOR **CRAIG NEWTON** · MAYOR PRO TEM **MATT MYERS** · COUNCILMEMBER **ANDREW HIXSON** · COUNCILMEMBER **JOSH BARE**
COUNCILMEMBER **ARLENE BECKLES** · COUNCILMEMBER **BRUCE GAYNOR** · CITY MANAGER **ERIC JOHNSON** · CITY CLERK **MONIQUE LANG**

City of Norcross

Legislation Details (With Details)

File #:	(ID # 3382)	Version:	
Type #:	Agenda Item	Status:	Agenda Ready
On Agenda:	1/27/2022 8:00 AM	In Control:	Mayor and Council Visioning Session
Title:	City Manager Evaluation Draft		

Sponsors:

Code Sections:

Attachments:

1. [City Manager Evaluation 2022 Draft](#)
2. [Self Evaluation](#)

Title

City Manager Evaluation Draft

PERFORMANCE EVALUATION OF THE CITY MANAGER

PURPOSE

In order to establish and maintain effective City Council and City Manager relations, it is essential that the Council establish an ongoing evaluation process that offers an opportunity for each party to review the performance of the Manager. This evaluation should focus on how effectively the Manager is accomplishing the goals established by the Council and how he is carrying out his responsibilities in key performance areas.

Specifically, the evaluation should serve the following needs:

- (1) Allow the City Manager and the City Council to test, identify, and refine their respective roles, relationships, and expectations of responsibilities to each other.
- (2) Allow discussion of the City Manager's strengths and weaknesses as demonstrated by past performance with the objective of increasing the Manager's effectiveness; that is, give the Council the opportunity to provide positive feedback in areas that have been handled well and to clarify areas where the Manager could become more effective through improved performance.

PROCESS

- (1) Two weeks before the evaluation is scheduled, the Mayor will provide each Councilmember with a copy of the evaluation form.
- (2) Each Councilmember and the Mayor completes an evaluation form, signs it, and returns one copy to the Mayor.
- (3) The Mayor tabulates the results of the evaluation forms.
- (4) The tabulated evaluation is distributed by the Mayor to the City Council prior to the executive session evaluation meeting.
- (5) The Mayor and City Council meet in executive session to review the tabulated evaluation and make agreed upon changes.
- (6) A copy of the tabulated evaluation is provided by the Mayor to the City Manager prior to the executive session evaluation meeting.
- (7) The Mayor and Council meet with the City Manager in executive session to jointly review the evaluation.
- (8) Operating ground rules shall be established by the Mayor and Council for conduct during the executive session evaluation meeting.
- (9) The evaluation process shall occur prior to the adoption of each year's annual budget, except that the Mayor and Council may require an additional evaluation at any time during the year.

PERFORMANCE EVALUATION OF THE CITY MANAGER

Evaluation Instructions & Checklist

This form should be used by each member of the city council to evaluate the city manager's performance in fulfilling each of the roles which he plays in city government. The city manager is graded 1-4, with the following scale: **1 = poor; 2 = fair; 3 = good; 4 = excellent**

A space has been provided for each performance area to include your comments. Each councilmember preparing the form is encouraged to select specific examples of why a particular rating has been chosen. The comments included should give the city manager enough information to correct problem areas and allow him to place specific items on his work plan for the following year.

Each member of the council should sign the form and forward it to the mayor who will be responsible for compiling the comments. The forms and accompanying summary should then be presented to the city manager for his permanent file.

1. Personal

___ Invests sufficient efforts toward being diligent and thorough in the discharge of duties.

___ Composure, appearance, and attitude are fitting for an individual in this position.

Comments:

2. Professional Skills and Status

___ Knowledgeable of current developments affecting the management field.

___ Respected in management profession.

___ Has a capacity for innovation.

___ Anticipates problems and develops effective approaches for solving them.

___ Willing to try new ideas proposed by council members or staff.

Comments:

3. Relationship with Council

- ___ Carries out directives of the council as a whole rather than those of any one councilmember.
- ___ Assists the council in resolving problems at the administrative level to avoid unnecessary council action.
- ___ Assists the council in establishing policy while acknowledging the ultimate authority of the council.
- ___ Responds to requests for information or assistance by the council.
- ___ Informs the council of administrative developments.
- ___ Receptive to constructive criticism and advice.

Comments:

4. Policy Execution

- ___ Implements council action in accordance with the intent of the council.
- ___ Supports the actions of council after a decision has been reached.
- ___ Enforces city policies.
- ___ Understands city's laws and ordinances.
- ___ Reviews enforcement procedures periodically to improve effectiveness.
- ___ Offers workable alternatives to council for changes in the law when an ordinance or policy proves impractical in actual administration.

Comments:

5. Reporting

- ___ Provides the council with reports concerning matters of importance to the city.
- ___ Reports are accurate and comprehensive.
- ___ Reports are generally produced through own initiative rather than when requested by the council.

___ Prepares a sound agenda which prevents trivial, administrative matters from being reviewed by the council.

Comments:

6. Citizen Relationships

___ Accommodates complaints from citizens.

___ Dedicated to the community and to its citizens.

___ Skillful with the news media – avoiding political positions and partisanship.

___ Has the capacity to listen to others and recognize their interests. Works well with others.

___ Willing to meet with members of the community and discuss their real concerns.

___ Cooperates with neighboring communities.

___ Cooperates with the county, state and federal governments.

___ Cooperates with the governmental units within the city such as the planning commission, downtown development authority, and zoning board of appeals.

Comments:

7. Staffing

___ Recruits and retains competent personnel for city positions.

___ Aware of weak or inefficient administrative personnel and works to improve their performance.

___ Accurately informed and concerned about employee benefits and morale.

Comments:

8. Supervision

___ Encourages department heads to make decisions within their own jurisdictions without city manager approval yet maintains general control of administrative operations.

___ Instills confidence and initiative in subordinates and emphasizes support rather than restrictive controls for their programs.

____Has developed a friendly and informal relationship with the work force as a whole yet maintains the prestige and dignity of the city manager's office.

____Evaluates personnel periodically and points out staff weaknesses and strengths.

Comments:

9. Fiscal Management

____Prepares a balanced budget to provide services at a level intended by the council.

____Makes the best possible use of available funds, conscious of the need to operate the city efficiently and effectively.

____Prepares budget is in an intelligible format.

Comments:

10. Have the recommendation for improvement from the prior year's performance evaluation been implemented? If so, were the changes effective?

11. What have been the finest accomplishments of the city manager this past year?

12. What areas need the most improvement? Why? What constructive, positive ideas can you offer the city manager to improve these areas?

Signature _____

Date _____

Employee Self-Evaluation

Employee		Date	
Performance Review Period		Job Title	City Manager
Department	City Manager	Supervisor	Mayor & Council
Goals			
<i>Include goals you achieved from the previous year or indicate why goals were not achieved.</i>			
Accomplishments or Initiatives			
<i>Please list up to three accomplishments or initiatives you achieved this year.</i>			
1.			
2.			
3.			
Strengths			
<i>Please list your top three strengths, and after each, give a specific example of an instance where you used this strength while performing your job.</i>			
1.			
2.			
3.			
Opportunities for Improvement			
<i>Please list up to three areas where you could improve and develop performance or an idea(s) you think would improve the department's productivity</i>			
1.			
2.			
3.			
Opportunities for Improvement			
Employee Signature		Date	



City Manager Performance Evaluation
for _____
2020-2021 Performance Period

I. LEADERSHIP

A. <u>Leadership with Council:</u>	WEAK			STRONG	
1) Maintains consistent availability to Council.....	1	2	3	4	5
2) Works with Council Members to facilitate their thoughts and ideas into cohesive policy development.....	1	2	3	4	5
3) Possesses the ability to recognize Council direction, despite possible differences from his own advice or views, and successfully executes their policy or directive.....	1	2	3	4	5
4) Effectively facilitates key projects, such as the annual budget and goal setting processes.....	1	2	3	4	5
5) Ensures Council Members are thoroughly informed in a timely manner of key plans and activities of the City and staff through City Manager reports, memoranda, and personal briefings	1	2	3	4	5
6) Follows up promptly on Council requests for information or action without having to be reminded.....	1	2	3	4	5
7) Ensures that all Council Members receive information on an equal basis	1	2	3	4	5
8) Agenda items and supporting documents are appropriate and brought to Council in sufficient time for deliberations	1	2	3	4	5
9) Council meeting packets are relatively free of errors and omissions.....	1	2	3	4	5

Column Totals					
SECTION I.A. AVERAGE	Total of All Columns		Divided by 9 =		

I.A. Comments: _____

B. Leadership with Employees:**WEAK****STRONG**

- 1) Effectively motivates and gains employees' confidence and respect through demonstrated performance and making..... 1 2 3 4 5
- 2) Mentors' department heads to assist in further developing or maintaining their performance standards..... 1 2 3 4 5
- 3) Guides staff so they work together as a team toward common objectives..... 1 2 3 4 5
- 4) Delegates responsibilities, and directs work activities of staff so they effectively accomplish city goals..... 1 2 3 4 5
- 5) Effectively cross-communicates between the department heads and Council 1 2 3 4 5

Column Totals							
SECTION I. B. AVERAGE	Total of All Columns		Divided by 5 =				

I.B. Comments: _____

C. Leadership in the Community:**WEAK****STRONG**

- 1) Is respected within the City and makes a positive overall impression by conveying professionalism through respect, courtesy, and sensitivity to the public..... 1 2 3 4 5
- 2) Thinks and behaves in a manner that reflects an attitude that client (Council, staff, or citizen) perceptions and satisfactions are key..... 1 2 3 4 5
- 3) Represents the Council's positions and policies accurately and effectively to the public, ensuring Council is given sufficient and appropriate credit..... 1 2 3 4 5
- 4) Provides an effective level of responsive and vital customer service, including timely follow through on citizen requests, disputes, and complaints..... 1 2 3 4 5
- 5) Has generated overall community satisfaction with the City's administrative and service obligations..... 1 2 3 4 5
- 6) Maintains visibility and identity in the community through an appropriate level of involvement and communication with community organizations and businesses.... 1 2 3 4 5

Column Totals							
SECTION I. C. AVERAGE	Total of All Columns		Divided by 6 =				

I.C. Comments: _____

D. <u>Leadership with Other Governmental Entities and News Media:</u>	WEAK					STRONG				
1) Establishes and maintains a liaison with other governmental jurisdictions, especially with regard to those area of service that improve or enhance the City's programs.....	1	2	3	4	5					
2) Maintains effective communications with other governmental jurisdictions with which the City is involved or interfaces.....	1	2	3	4	5					
3) Skillfully and favorably represents the City to the press, radio, and television. Often anticipates sensitive topics that may eventually reach the media and initiates communication to minimize potential negative impact to the City.....	1	2	3	4	5					

Column Totals							
SECTION I. D. AVERAGE	Total of All Columns		Divided by 3 =				

I.D. Comments: _____

II. ORGANIZATIONAL MANAGEMENT

A. General:

WEAK STRONG

- | | | | | | |
|--|---|---|---|---|---|
| 1) Ensures that staff provides timely and objective policy information for Council to consider, and manages the staff to implement Council policy decisions..... | 1 | 2 | 3 | 4 | 5 |
| 2) Effectively plans and organizes work resulting either from policies adopted by the City Council or direction given by the City Council, and ensures it is carried out in a timely manner..... | 1 | 2 | 3 | 4 | 5 |
| 3) Oversees on-going programs and services to the City to ensure continued effectiveness, as well as ensuring implementation of new programs adopted by the City Council..... | 1 | 2 | 3 | 4 | 5 |
| 4) Ensures organized responses to public requests and complaints, as well as to concerns brought to the attention of staff by the City Council..... | 1 | 2 | 3 | 4 | 5 |

Column Totals						
SECTION II.A. AVERAGE	Total of All Columns		Divided by 4 =			

II. A. Comments: _____

B. Fiscal:

WEAK STRONG

- | | | | | | |
|---|---|---|---|---|---|
| 1) Possesses sufficient knowledge of financial matters..... | 1 | 2 | 3 | 4 | 5 |
| 2) Manages the financial resources of the City to ensure the City maintains a sound financial condition and continues to receive clean audits from the State Auditor's Office | 1 | 2 | 3 | 4 | 5 |
| 3) Has a good approach to the budget preparation and review processes | 1 | 2 | 3 | 4 | 5 |
| 4) Effectively aids the Council in developing a realistic budget that meets the Council's goals..... | 1 | 2 | 3 | 4 | 5 |
| 5) Sees to it that the budget is submitted on time | 1 | 2 | 3 | 4 | 5 |

- 6) Effective in controlling costs through the economic utilization of manpower, materials, and equipment 1 2 3 4 5
- 7) Provides sufficient information on the current financial status of the City 1 2 3 4 5
- 8) Communicates concerns in a timely manner to the Council regarding issues that may significantly affect the City fiscally in the foreseeable future 1 2 3 4 5
- 9) Oversees the various capital projects of the City to ensure that they are accomplished on time and within budget..... 1 2 3 4 5

Column Totals						
SECTION II.B. AVERAGE	Total of All Columns		Divided by 9 =			

II. B. Comments: _____

C. Personnel:

WEAK STRONG

- 1) Effectively selects and places personnel 1 2 3 4 5
- 2) Assures that every City employee receives a written annual performance review..... 1 2 3 4 5
- 3) Evaluates department heads in a consistent and realistic manner..... 1 2 3 4 5
- 4) Effectively manages personnel to maintain high staff morale and to minimize the risk of adverse personnel actions or rulings..... 1 2 3 4 5
- 5) Normally maintains appropriate work/life balance; encourages same from staff..... 1 2 3 4 5
- 6) Appropriately and promptly addresses disciplinary problems; takes action when warranted..... 1 2 3 4 5

Column Totals							
SECTION II.C. AVERAGE	Total of All Columns		Divided by 6 =				

II. C. Comments: _____

D. Community and Economic Development:

WEAK STRONG

- 1) Continues to implement improvements to the development process to expedite
new development..... 1 2 3 4 5
- 2) Provides for an active liaison with the business community to assist in maintaining
current businesses and attracting new, targeted businesses to the City of Norcross.... 1 2 3 4 5

Column Totals							
SECTION II. D. AVERAGE	Total of All Columns		Divided by 2 =				

II.D. Comments: _____

III. KNOWLEDGE AND ADVICE

		WEAK			STRONG
1) Possesses adequate knowledge of municipal affairs	1	2	3	4	5
2) High quality analysis normally accompanies recommendations.....	1	2	3	4	5
3) Considers alternatives before making recommendations	1	2	3	4	5
4) Plans ahead, anticipates needs, and recognizes potential problems.....	1	2	3	4	5
5) Has a good sense of timing when bringing issues to the Council for action.	1	2	3	4	5

Column Totals						
SECTION III. AVERAGE	Total of All Columns		Divided by 5 =			

III. Comments: _____

IV. PRODUCTIVITY AND QUALITY

		WEAK			STRONG
1) Council's decisions and directions are implemented and accomplished.	1	2	3	4	5
2) Invests sufficient time and effort in performing to your expectations.....	1	2	3	4	5
3) Develops and carries out short- and long-term action plans	1	2	3	4	5
4) Sets appropriate priorities in work plan and utilization of time.....	1	2	3	4	5
5) Organizes or assigns work so that it is performed efficiently and effectively	1	2	3	4	5
6) Pays sufficient attention to detail to avoid error or having things "slip through the cracks"	1	2	3	4	5
7) Able to analyze problems or issues to identify causes, reasons, and implications.....	1	2	3	4	5

Column Totals							
SECTION IV. AVERAGE	Total of All Columns		Divided by 7 =				

IV. Comments: _____

V. COMMUNICATION

	WEAK		STRONG		
1) Skilled at verbal and written communications—they are thoughtful, clear, and to the point.....	1	2	3	4	5
2) Skilled at listening and isolating key points or issues.....	1	2	3	4	5
3) Easy to talk to	1	2	3	4	5
4) Shows sensitivity to the concerns of others.....	1	2	3	4	5

Column Totals							
SECTION V. AVERAGE	Total of All Columns		Divided by 4 =				

V. Comments: _____

VI. INDIVIDUAL QUALITIES

	WEAK		STRONG		
1) Personality is generally well-suited to effectively perform his duties	1	2	3	4	5
2) Creative, anticipative, and innovative when dealing with issues, problems and unusual situations	1	2	3	4	5
3) Decision-making process indicates fairness and impartiality and is based on logic and reason	1	2	3	4	5
4) Remains flexible, objective, and receptive to suggestions and new ideas or change.					
able to alter his approach to fit new situations.....	1	2	3	4	5
5) Effectively mediates and resolves problems, even under strained and unpleasant conditions	1	2	3	4	5
6) Universally applies common sense, tact and diplomacy.....	1	2	3	4	5
7) Self-confident; accepts criticism					
8) Able to cope with stress; maintains self-control and composure even under pressure	1	2	3	4	5
	1	2	3	4	5
9) Displays interest and enthusiasm in performing his duties.....					
10) Demonstrates integrity, loyalty and honesty	1	2	3	4	5
11) Generally, creates or encourages an atmosphere in which employees can enjoy working for the City of Norcross	1	2	3	4	5

Column Totals					
SECTION VI. AVERAGE	Total of All Columns		Divided by 11 =		

VI. Comments: _____

CITY COUNCIL COMMENTS

A. Greatest Strengths:

B. Suggested Improvements:

C. Top five priorities over the next twelve months:

Councilmember Signature _____

Date _____

SCORING AND COMMENTS SUMMARY

SCORING SUMMARY	
<i>Fill in a value in each section CALCULATE TOTALS MANUALLY</i>	
SECTION	AVERAGE SCORES
I. LEADERSHIP	
A. With Council	
B. With Employees	
C. With Community	
D. With Other Governmental Entities and News Media	
II. ORGANIZATIONAL MANAGEMENT	
A. General	
B. Fiscal	
C. Personnel	
D. Community and Economic Development	
III. KNOWLEDGE AND ADVICE	
IV. PRODUCTIVITY AND QUALITY	
V. COMMUNICATION	
VI. INDIVIDUAL QUALITIES	
GRAND TOTAL OF AVERAGE SCORES	
OVERALL AVERAGE SCORE (<i>Grand total of average scores divided by 12</i>)	

Overall Summary Comments: _____

- ☐ No salary increase approved at this time
- ☐ Approved for salary increase:
- ☐ Next step in salary range
- ☐ Other: _____

Effective Date: _____

Mayor's Signature: _____ Date: _____

SELF EVALUATION

Employee Name: Title:	ANNUAL SELF EVALUATION – DUE BY: TO:
Date of Employment:	Department:
GOALS AND OBJECTIVES DURING THIS EVALUATION PERIOD (<i>DESCRIBE THE GOALS YOU HAD SET FOR THIS PAST YEAR.</i>)	
•	
WHAT GOALS DID YOU ACCOMPLISH THIS PAST YEAR?	
•	
WHICH GOALS WERE NOT ACCOMPLISHED AND WHY NOT?	
•	
WHAT OTHER OBJECTIVES DID YOU MEET BEYOND YOUR STATED GOALS?	
•	
WHAT ACHIEVEMENTS ARE THE MOST FULFILLING?	
•	
WHAT ARE YOUR GOALS FOR THE NEXT 12 MONTHS?	
•	
IS THERE ADDITIONAL TRAINING THAT WOULD HELP YOU IN YOUR JOB/GOALS?	
•	
IN WHAT AREAS DO YOU FEEL YOU NEED TO GROW PERSONALLY TO BETTER FULFILL YOUR JOB RESPONSIBILITIES?	
•	
WHAT SUGGESTIONS DO YOU HAVE FOR THE CITY GOVERNMENT AS A WHOLE THAT WOULD HELP TO IMPROVE OPERATIONS?	
•	
•	
IS THERE ANYTHING ELSE THAT YOU WOULD LIKE TO DISCUSS?	
•	
•	
•	
EMPLOYEE SIGNATURE	SUPERVISOR SIGNATURE
Name:	Name:
Date:	Date:

DRAFT



MAYOR **CRAIG NEWTON** · MAYOR PRO TEM **MATT MYERS** · COUNCILMEMBER **ANDREW HIXSON** · COUNCILMEMBER **JOSH BARE**
 COUNCILMEMBER **ARLENE BECKLES** · COUNCILMEMBER **BRUCE GAYNOR** · CITY MANAGER **ERIC JOHNSON** · CITY CLERK **MONIQUE LANG**

City of Norcross

Legislation Details (With Details)

File #:	(ID # 3378)	Version:	
Type #:	Agenda Item	Status:	Agenda Ready
On Agenda:	1/27/2022 8:00 AM	In Control:	Mayor and Council Visioning Session
Title:	Community Work Program Review		

Sponsors:

Code Sections:

Attachments:

1. [Community Work Program](#)
2. [Report of Accomplishments](#)

Title

Community Work Program Review

Table 4.1. Community Work Program

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		2019	2020	2021	2022	2023	2024+			
LAND USE										
LU.1 Prepare a new Unified Development Ordinance (UDO)	Revision of currenrt Zoning Ordinance and Development Regulations	■						\$260,000	Com Dev	General Fund
LU.2 Create zoning incentives for redevelopment	Part of UDO project	■						NA	Com Dev	General Fund
LU.3 Update Town Center LCI Study					■			\$40,000	Com Dev	General Fund
LU.4 Update Norcross Activity Center LCI Study				■				\$40,000	Com Dev	General Fund
LU.5 Seek PlanFirst designation from DCA	Rewards for good planning with economic incentives and assistance					■		Staff Time	Com Dev	General Fund

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		2019	2020	2021	2022	2023	2024+			
TRANSPORTATION										
Roadway Projects										
TR.1 Peachtree Street Traffic Calming from Cochran Drive to Holcomb Bridge Rd	Planning Study					■		TBD	Comm Dev	General Fund
TR.2 Holcomb Bridge Road Traffic Calming from Peachtree Street to Queen Court	Planning Study Implement Traffic Circle Atlantic & HBR					■		TBD	Comm Dev	General Fund
TR.3 Work with Gwinnett County regarding congestion on major corridors		■	■	■	■	■	■	Staff Time	City Engineer, Public Works, City Manager	SPLOST & General Fund
TR.4 Repave Britt Avenue							■	TBD	City Engineer; Public Works	General Fund
TR.5 Repave W Peachtree St							■	TBD	City Engineer; Public Works	General Fund
TR.6 Address draining issued and repave Kelly St and Thrasher St							■	TBD	City Engineer; Public Works	General Fund
Intersection Projects										
TR.7 US 23/SR 13/Buford Hwy at SR 140/Jimmy Carter Blvd Intersection	Gcint_057					■		\$15,000,000	County	SPLOST
TR.8 Vertical Profile Adjustment at Thrasher Street and RR Crossing	NOR_158	■						\$1,200,000	Gwin DOT	SPLOST
TR.9 Support Gateway85 CID Transportation Improvement efforts, i.e. improvements to JCB at I-85, JCB at Buford Hwy and along Beaver Run Rd.		■	■	■	■	■	■	Staff Time	Comm Dev/ Gateway85 CID/ Gwin DOT	General Fund

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		2019	2020	2021	2022	2023	2024+			
TRANSPORTATION (CONT'D)										
Bicycle/Pedestrian Projects										
TR.10 Develop a city-wide bicycle and pedestrian master plan and evaluate establishing a sidewalk fund.		■	■					\$75,000	Comm Dev	TBD
TR.11 Medlock Bridge Rd sidewalks Wyntree Dr to PIB	GCsps_34					■		\$160,463	Gwin DOT	TBD
TR.12 Indian Trail-Lilburn Road Multi-Use Path	Norcross to Lilburn Trail				■			\$6,756,214	County	ARC, SPLOST
TR.13 South Peachtree St Sidewalk from Veterans Park to HBR		■						\$50,000	Comm Dev	CDBG
Other Projects										
TR.14 Center Way at I-85 Pedestrian Fencing	Gcbri_201					■		\$1,500,000	GDOT, Gwin DOT	SPLOST
TR.15 PIB Smart Corridor	HBR to Hall Cty Line	■	■					\$2,600,000	GDOT, Gwin DOT	80% GDOT
TR.16 Study the application of smart corridor technology throughout Norcross	Planning Study			■				\$35,000	Comm Dev	TBD

Project	Timeframe						Cost Estimate	Responsible Party	Funding Source
	2019	2020	2021	2022	2023	2024+			
HOUSING									
H.1 Explore feasibility of adopting National Healthy Housing standard or Equivalent		■					Staff Time	Comm Dev	N/A
H.2 Explore adoption of partnership structure to reduce crime in extended stay hotels and multi-family housing	■						Staff Time	Comm Dev, Police/Code Enforcement	N/A
H.3 Develop a pilot program to provide grant-funded incentives for residents to improve energy efficiency and indoor air quality in their homes			■				TBD	Comm Dev	TBD
H.4 Host property management classes to teach owners how to care for investments, improve safety, and improve property values		■	■	■	■	■	Staff Time	Sustainable Norcross	TBD
H.5 Develop mixed Income zoning incentives to address affordable housing - concurrent with new, high- standard design development	■	■	■				Staff Time	Comm Dev	N/A
H.6 Formalize a multi-family housing policy to ensure that new developments are in keeping with the desired vision for the City	■						Staff Time	Comm Dev	N/A
H.7 Review code enforcement regulations and procedures to maintain and improve quality of life	■	■	■	■	■	■	Staff Time	Comm Dev, Police/Code Enforcement	General Fund
H.8 Continue and expand progressive code enforcement program in residential neighborhoods	■	■	■	■	■	■	TBD	City, Police/ Code Enforcement	General Fund
H.9 Participate in and implement recommendations of the GICH/ LiveNorcross Initiative	■	■	■				\$15,000/year Staff Time	Comm Dev Econ Dev	General Fund

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		2019	2020	2021	2022	2023	2024+			
ECONOMIC DEVELOPMENT										
ED.1 Provide ongoing support for business recruitment, retention, and expansion initiatives		■	■	■	■	■	■	\$55,000 annually (Economic Development Contract work)	City Ec. Dev	General Fund; Federal Opportunity Zone Fund; New Markets Tax Credits; other sources
ED.2 Develop market analysis tool to help identify and facilitate redevelopment opportunities		■						\$10,000	City Ec. Dev	General Fund
ED.3 Identify property owners of large tracts Buford Hwy. and SE for roundtable and incentives discussion		■	■					Staff Time	City Ec. Dev	N/A
ED.4 Support the small business mentoring program assistance as described in the 2011 Community Choices report	The City will continue to support (through in-kind space allocation in the Community Center) and help to promote the current business mentoring programs offered by ACE and SCORE.	■	■	■	■	■	■	Staff Time	City Ec. Dev Including: ACE Score SBDC	In-kind contr. (office space in Community Center)

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		2019	2020	2021	2022	2023	2024+			
ED.5 Support Gateway85 CID efforts in Jimmy Carter Boulevard "International Street" Branding and Improvements		■	■	■	■	■	■	Staff Time	City Ec. Dev	N/A
ED.6 Regularly survey town center parking needs		■	■					Staff Time	Com Dev/ Public Works/ City Manager's Office	General Fund
ED.7 Develop branding and PR strategy			■					Staff Time	Ec. Dev	General Fund
Target Industry Study & Strategic Marketing Plan										
ED.8 Develop target industry brochures		■						TBD	City Ec. Dev	TBD
ED.9 Develop three target industry tours		■						Staff Time	City Ec. Dev	N/A
ED.10 Develop an online community pride campaign themed around the "A Place to Imagine" branding			■	■	■	■	■	Staff Time	City Ec. Dev	N/A
ED.11 Translate marketing materials and other important information into multiple languages		■	■					TBD	City Ec. Dev	TBD
ED.12 Expand Economic Development marketing efforts		■	■					Staff Time	City Ec. Dev	N/A
ED.13 Clarify the process of informing Norcross about leads with regional partners		■						Staff Time	City Ec. Dev	N/A

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		2019	2020	2021	2022	2023	2024+			
ECONOMIC DEVELOPMENT (CONT'D)										
ED.14 Update Norcross bi-fold or create a relocation brochure for new residents			■					TBD	City Ec. Dev	TBD
ED.15 Develop a system of one-on-one company visits outside of sector partnership meetings to talk with local businesses about Norcross		■	■	■	■	■	■	Staff Time	City Ec. Dev	N/A
ED.16 Find opportunities to connect firms (especially those in target industries) to Norcross high schools		■	■	■	■	■	■	Staff Time	City Ec. Dev	N/A
Sustainability Plan										
ED.17 Create an internship portal that links Norcross High School students with area businesses		■	■	■				Staff Time	City Ec. Dev	N/A
ED.18 Develop and promote a mentorship program for underrepresented community members to increase access to small business certifications		■	■	■	■	■	■	Staff Time	City Ec. Dev; Sustainable Norcross; Atlanta Electrical Contractors Association	N/A
ED.19 Launch a voluntary business conservation challenge and recognize participants in an annual event				■				Staff Time	City Ec. Dev	N/A

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		2019	2020	2021	2022	2023	2024+			
ED.20 Partner with local schools and community organizations to support students and their parents so they can fully engage in the Norcross economy		■	■	■	■	■	■	Staff Time	City Ec. Dev	N/A
SUSTAINABILITY & QUALITY OF LIFE										
SQ.1 Develop school needs – community resources matching tool		■						TBD	City (Ec Dev, IT); Southwest Gwinnett Chamber of Commerce	GCPS; SWGC; IBM
SQ.2 Construct gateways (stone columns and signage); Possible use of digital readers for City events and news.	Locations: HBR @ Town Center LCI boundary w of Queens Ct; JCB @ W Peachtree St; JCB @ S Peachtree St; Mitchell Road @ Buford Hwy; N. Peachtree @ Langford Rd	■	■	■				\$45,000; Undetermined cost for digital readers	Comm Dev/ Public Works	TBD
SQ.3 LCI Greenway Segment 1: Downtown Norcross to Beaver Ruin Road/Pinnacle Way (Priority 1 segment)	The central spine of the greenway; 3.39 miles of greenway from Downtown Norcross to Beaver Ruin Road/ Pinnacle Way	■	■	■	■	■	■	\$5,450,500 (combined with Segment 2)	Public Works / City Engineer	SPLOST, ARC, TBD

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		2019	2020	2021	2022	2023	2024+			
SUSTAINABILITY & QUALITY OF LIFE (CONT'D)										
SQ.4 LCI Greenway Segment 2: Price Place from Mithcell Road to Beaver Ruin Road (Priority 1 Segment)	0.38 mi of sidepath the connects Summerour MS from Mitchell Road and from the Beaver Ruin Road Multi-Use trail.					■	■	\$5,450,500 (combined with Segment 1)	Public Works / City Engineer	SPLOST, ARC, TBD
SQ.5 LCI Greenway Priority 1 Segment BMPS	From Concept Plan, BMPs WP-1, DP-1, WL-1					■	■	\$72,000	Public Works / City Engineer	TBD
SQ.6 Beaver Ruin Creek Stream Restoration	Part of Greenway Project					■	■	\$8,785,000	Public Works	TBD
SQ.7 Southeast Utility Trail Corridor	Greenway trail along utility corridor east of Buford Highway, connecting N Norcross Tucker Rd to Beaver Ruin Rd	■	■	■	■	■		\$1,300,000	County/Comm Dev/Public Works	General Fund
SQ.8 Expand the Citizens Police Academy programming and support it by neighborhood				■	■	■	■	Staff Time	Police	N/A
SQ.9 Conduct annual energy, water and waste audits for City buildings and implement retrofits				■	■	■	■	Staff Time	Sustainable Norcross	N/A

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		2019	2020	2021	2022	2023	2024+			
SQ.10 Complete the Green Infrastructure Assessment		■						TBD	Public Works	TBD
SQ.11 Study needs and opportunities to increase recycling, such as recycling events and additional drop-off options in multifamily developments and for hard-to-recycle materials and		■						Staff Time	Public Works	N/A
SQ.12 Develop an advisory board staffed by representatives of immigrant communities		■						Staff Time	Comm Dev/Police	N/A
SQ.13 Expand and support the faith community and city partnership to organize volunteer assistance days for low-income residents facing code violations			■					Staff Time	Police	N/A
SQ.14 Create a Volunteer Norcross web platform		■						TBD	Ec. Dev/Police	TBD
SQ.15 Develop Lead Norcross program				■				Staff Time	Ec. Dev.	N/A
SQ.16 Update Technology Plan	Three-year plan		■				■	Staff Time	IT	N/A

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		2019	2020	2021	2022	2023	2024+			
SUSTAINABILITY & QUALITY OF LIFE (CONT'D)										
SQ.17 Implement local Next Generation Focus Program	A new program that addresses the issues kids deal with today and teaches soft skills (bank accounts, manage finances, change tires, etc.)	■	■	■	■	■	■	Staff Time	Ec Dev	Grants
SQ.18 Update Parks Master Plan to include one or more linear parks to downtown	Include Fickling Parcel as a part of the update					■	■	\$40,000	Parks/Comm Dev	General Fund
SQ.19 Pursue Bike Friendly Community certification from the League of American Bicyclists							■	Staff Time	Comm Dev	General Fund
SQ.20 Create a Roles & Duties Guide for Norcross Boards and Commissions		■						TBD	Comm Dev	ARC, General Fund
SQ.21 Consider developing a full time event coordinator/ manager position					■			\$60,000	City Manager's Office	General Fund
SQ.22 As part of the new UDO, require developers to donate funds for tree replacement if the replacement can not be done on site		■						Staff time	Comm Dev	General Fund
SQ.23 Pursue Walk Friendly Certification						■	■	Staff Time	Comm Dev	General Fund

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		2019	2020	2021	2022	2023	2024+			
SQ.24 Implement recommendations from the Local Foods Accountability Model Report		■	■	■	■	■	■	Staff Time	Ec. Dev/Comm Dev	N/A
SQ.25 Coordinate City-wide GIS system and annually obtain GIS data from the County regarding parcel boundaries and transportation improvements.		■	■	■	■	■	■	\$145,000.00	Information Technology	General Fund
SQ.26 Promote and partner on Town Center LCI projects		■	■	■	■	■	■	TBD	City & Comm Dev	City, Developers, TAD, CID, GAFARLF, Equity Fund, Redev. Fund, CBDG
SQ.27 Manage website		■	■	■	■	■	■	\$10,000	IT/City Clerk	General Fund
SQ.28 Update Five Year Technology Plan annually		■	■	■	■	■	■	Staff Time	IT	General Fund
SQ.29 Maintain City's LEED and Green Communities Designation	Up for renewal every 3 yrs	■			■		■	Staff Time	City	General Fund
SQ.30 Evaluate potential update and maintenance of the City's entry gateways				■				Staff Time	City	General Fund
SQ.31 Relocate utilities underground							■	TBD	Public Works	CDBG
SQ.32 Plan and construct a Cultural Arts Center							■	TBD	TBD	CDBG

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		2019	2020	2021	2022	2023	2024+			
SUSTAINABILITY & QUALITY OF LIFE (CONT'D)										
BRE (Business Retention, Recruitment, Expansion)										
SQ.33 Provide ongoing support for BRE		■	■	■	■	■	■	\$75,000 annually	Ec. Dev	General Fund
SQ.34 Re-establish a City/DDA Revolving Loan Fund for local small business and entrepreneurs				■				\$300,000	Ec. Dev	Property Tax; Set-aside (3%) Private Lender - Matching or EDA Grant
SQ.35 Establish Entrepreneur Innovation Hub Development in location(s) to be determined						■		TBD	Ec. Dev	See row below
Notes on Funding Ssources for SQ.35: Creative PPP Financing; General Fund; EDA Grant-Regional Innovation Strategies (RIS) Program; EDA; EDA Grant - University Center Economic Dev. Program; Business Imprv District or Special Tax District										
SQ.36 Develop and administer annual business owner survey to gauge the needs and opinions of the business community		■	■	■	■	■	■	\$5,000	Ec. Dev	General Fund
SQ.37 Develop and implement Hispanic outreach to learn business needs		■	■	■	■	■	■	TBD	Ec. Dev	General Fund
SQ.38 Aggressive Film/ TV and creative Business Recruitment Along At-PIB and I-85 Act. Ctr. Character Areas to help fill vacant office spaces		■	■	■	■	■	■	\$10,000 annually	Ec. Dev	General Fund

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		2019	2020	2021	2022	2023	2024+			
Marketing										
SQ.39	Implement 2018 Strategic Marketing Plan and Targeted Industry Study	■	■	■	■	■	■	\$75,000 annually	Ec. Dev	General Fund; Hotel/ Motel Funds
SQ.40	Hold Annual Media Roundtable Luncheon to increase relationships with metro Atlanta media professionals to garner more positive and earned media coverage for Norcross	■	■	■	■	■	■	\$2,000 annually	Ec. Dev; PR	General Fund
SQ.41	Federal Opportunity Zone Strategic Plan and Investor Outreach to direct investors to project opportunities	■	■	■	■	■	■	\$25,000 yr 1; TBD years following	Ec. Dev	General Fund
SQ.42	Complete Annual Scorecard Report	■	■	■	■	■	■	\$1,500	Ec. Dev	General Fund
SQ.43	Host City Signature Event: Annual Food & Music/Block Party Festival that will draw in large crowds from around metro Atlanta		■					\$300,000	Projects Specialist; PR; Ec. Dev	Sponsorships; Hotel/ Motel Funds; Grants

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		2019	2020	2021	2022	2023	2024+			
SUSTAINABILITY & QUALITY OF LIFE (CONT'D)										
Redevelopment										
SQ.44 Implement Phase I: Buford Highway (Portions of Character Areas 6, 7, and 8) Redevelopment Concept Plan			■					\$75,000	Comm Dev; Ec. Dev; DDA	General Funds
SQ.45 Implement Phase I: Buford Highway (Portions of Character Areas 6, 7, and 8) Redevelopment						■		\$500 Million	Comm Dev; Ec. Dev; DDA	Creative Financing; TAD Designation; Bond; SPLOST; EPA Grants; EDA Grants; State Redev. Fund; General Fund
SQ.46 Implement I-85 Activity Center (Character Area 13) Transit-Oriented Development and Gateway Improvement						■		TBD	Comm Dev; Ec. Dev; DDA	SPLOST; State Redev. Fund; General Fund
SQ.47 Reserve Fund for Purchasing Property; Consider creating a Land Bank Authority		■	■	■	■	■	■	\$5 Million annually	Ec. Dev; DDA	General Fund; Revitalization Grants; EDA Grants
SQ.48 Continue ongoing redevelopment of Historic Downtown		■	■	■	■	■	■	TBD	Ec. Dev; DDA; HPC	EPA and DNR Grants

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		2019	2020	2021	2022	2023	2024+			
Innovation Initiatives										
SQ.49 Conduct a Comprehensive Smart City Study			■					\$25,000	Ec. Dev/IT	General Fund
SQ.50 Create an Innovation Council to advise the City Council on how to address and apply new technologies	Council will report annually at the Council Retreat	■	■	■	■	■	■	Staff Time	Comm Deve; Ec. Dev	General Fund
SQ.51 Conduct Comprehensive Smart City Study Phase Implementation						■		TBD	Ec. Dev/IT	Creative Financing; Special Purpose Vehicle National Telecom. & Information Admin. (NTIA) Grant; General Fund (Match Grant Contr.)
SQ.52 Institute broadband Access Program for Low-income Areas to close the “digital-divide” in Norcross						■		TBD	Ec. Dev; IT	Special Purpose Vehicle National Telecom. & Information Admin. (NTIA) Grant; General Fund (Match Grant Contr.)

Project	Description	Timeframe						Cost Estimate	Responsible Party	Funding Source
		2019	2020	2021	2022	2023	2024+			
SUSTAINABILITY & QUALITY OF LIFE (CONT'D)										
Housing/Neighborhood Revitalization										
SQ.53 Implement LiveNorcross: Hire Housing Manager to develop and implement ongoing housing and neighborhood stabilization programs				■				\$150,000	Comm Dev; Ec. Dev	General Fund; Revitalization Grants
Education & Workforce Development										
SQ.54 Explore college/university satellite office to assist more residents in obtaining certificates and higher education degrees			■					Staff time	Ec. Dev	N/A
SQ.55 Administer Norcross Schoolhouse Rock PR Campaign to highlight and promote area schools to overcome negative perceptions			■					TBD	Ec. Dev; PR	Sponsorships; Gwinnett County Public Schools
SQ.56 Partner with Dept. of Labor for segment workforce training sessions		■	■	■	■	■	■	Staff Time	Ec. Dev	General Fund
SQ.57 Establish and promote workforce program(s) to connect local residents with local employers in conjunction with state and local organizations including GA Dept. of Labor, GA Center for Opportunity, Corners Outreach, Great Promise Partnership, and others.			■					TBD	Ec. Dev	General Fund

Report of Accomplishments status updates for ARC are:

Completed

Ongoing/Underway

No Longer Valid

For reference, also listed as of this time are items that are currently “Incomplete”

You will see some of those references in the status column. There will also be some detailed references in the notes column that will need to be discussed. Any project that is identified to go into the next planning horizon (2024+) is highlighted in orange.

Items that are considered to be “ongoing” for many years or are every day standard items can be considered to be policies that can eventually be removed from the CWP, unless we decided to keep them in the CWP.

Project Number	Project Description	Status	Notes
Land Use			
LU.1	Prepare a new Unified Development Ordinance (UDO)	Completed	
LU.2	Create zoning incentives for redevelopment	Completed	
LU.3	Update Town Center LCI Study	Ongoing	Applying for funds in FY22
LU.4	Update Norcross Activity Center LCI Study	Ongoing, update will extend into 2024+	Applying for funds in FY23
LU.5	Seek Plan First designation from DCA	Ongoing	
Transportation			
Roadway Projects			
TR.1	Peachtree Street Traffic Calming from Cochran Drive to Holcomb Bridge Rd	Partially complete-speed limit/calming device study near completion, radar speed feedback signs installed.	Speed limit study underway, and radar speed signs installed; staff suggest renaming the item "Peachtree Street Traffic Calming"
TR.2	Holcomb Bridge Road Traffic Calming from Peachtree Street to Queen Court	Partially complete-speed limit/calming device study near completion, radar speed feedback signs installed.	Speed limit study underway, and radar speed signs installed; staff suggest renaming the item "Holcomb Bridge Road Traffic Calming;"
TR.3	Work with Gwinnett County regarding congestion on major corridors	Ongoing 2024+ item	This is more of a day-to-day and annual item and should be removed
TR.4	Repave Britt Avenue	Ongoing 2024+ item	Not due until 2027 and project currently unfunded
TR.5	Repave W Peachtree St	Ongoing 2024+ item	Not due until 2028 and project currently unfunded
TR.6	Address draining issues and repave Kelly St and Thrasher St	Ongoing 2024+ item	Not due until 2027 and 2028 for repaving; No drainage issue exists on Kelly; paving project is unfunded
Intersection Projects			
TR.7	US 23/SR 13/Buford Hwy at SR 140/Jimmy Carter Blvd Intersection	Ongoing Gwinnett County Project	Funding sources should be "other"

TR.8	Vertical Profile Adjustment at Thrasher Street and RR Crossing	Completed	
TR.9	Support Gateway85 CID Transportation Improvement efforts, i.e. improvements to JCB at I-85, JCB at Buford Hwy and along Beaver Ruin Rd.	Ongoing project of others	Projects funded by sources other than Norcross
Bicycle/pedestrian Projects			
TR.10	Develop a city-wide bicycle and pedestrian master plan and evaluate establishing a sidewalk fund.	Ongoing; result could be 2024+	Trip hazard mitigation underway; list of projects pending.
TR.11	Medlock Bridge Rd sidewalks Wyntree Dr to PIB	Complete	Gwinnett County DOT completed this project.
TR.12	Indian Trail-Lilburn Road Multi-Use Path	Ongoing	Gwinnett County DOT has a project in partnership with GDOT to install a trail along Indian Trail-Lilburn Rd from Willow Trail Pkwy to Burns Rd. This project is in the right-of-way acquisition phase with construction anticipated to begin in 2023.
TR.13	South Peachtree St Sidewalk from Veterans Park to HBR	Completed	
Other Projects			
TR.14	Center Way at I-85 Pedestrian Fencing	Ongoing	Gwinnett County DOT has a project that consists of the installation of pedestrian fencing on the bridge on Center Way over I-85. This project is in the concept phase.
TR.15	PIB Smart Corridor	Ongoing	GDOT in partnership with Gwinnett County is installing smart corridor equipment on over 380 traffic signals located

			on the western part of the County including the area of Norcross. This project is in progress.
TR.16	Study the application of smart corridor technology throughout Norcross	Incomplete	Need further instruction; PIB is covered by TR15
Housing			
H.1	Explore feasibility of adopting National Healthy Housing standard or Equivalent	Incomplete	Should be considered as part of housing policy if one is developed
H.2	Explore adoption of partnership structure to reduce crime in extended stay hotels and multi-family housing	Complete	We have the hotel/motel unit up and running and have already seen reductions in crime. CE works with them and also does sweeps on their own during normal patrol to enforce the Hotel ordinance. They have a very good partnership with (most) hotel owners/operators that makes this work much better for everyone.
H.3	Develop a pilot program to provide grant-funded incentives for residents to improve energy efficiency and indoor air quality in their homes	Incomplete	How do we initiate this? Should it be informed by a housing policy? Does staff capacity exist to complete?
H.4	Host property management classes to teach owners how to care for investments, improve safety, and improve property values	Incomplete	Should be considered as part of housing policy if one is developed? Staff capacity to complete? Contract position?
H.5	Develop mixed income zoning incentives to address Affordable Housing – concurrent with new, high-standard design development	Incomplete	Should be considered as part of housing policy if one is developed
H.6	Formalize a multi-family housing policy to ensure that new developments are in keeping with the desired vision for the City	Incomplete	Should be considered as part of housing policy if one is developed

H.7	Review code enforcement regulations and procedures to maintain and improve quality of life	Complete and ongoing	This is more of a policy standard operating procedure and should be considered for removal from CWP
H.8	Continue and expand progressive code enforcement program in residential neighborhoods	Complete and ongoing	This is more of a policy standard operating procedure and should be considered for removal from CWP
H.9	Participate in and implement recommendations of the GICH/ LiveNorcross Initiative	Ongoing	
Economic Development			
ED.1	Provide ongoing support for business recruitment, retention, and expansion initiatives	Complete	Addressed with the hiring of a Business Development Manager/cost is now embedded in the budget
ED.2	Develop market analysis tool to help identify and facilitate redevelopment opportunities	No longer valid	Addressed through other means (e.g. commercial real estate consultants, master plans, studies, etc)
ED.3	Identify property owners of large tracts Buford Hwy. and SE for roundtable and incentives discussion	No longer valid	Staff is identifying incentive strategy needs through professional consulting services and other means. Actual property owners are not needed to identify incentive strategies.
ED.4	Support the small business mentoring program assistance as described in the 2011 Community Choices report	Ongoing	Augmenting through ACE and ARPA
ED.5	Support Gateway85 CID efforts in Jimmy Carter Boulevard "International Street" Branding and Improvements	Ongoing	
ED.6	Regularly survey town center parking needs	Ongoing	
ED.7	Develop branding and PR strategy	Complete	New Norcross website launch pending 1/22

Target Industry Study & Strategic Marketing Plan			
ED.8	Develop target industry brochures	No longer valid	Incorporated as part of ED 7
ED.9	Develop three target industry tours	No longer valid	More efficient and better use of limited time to continue working with our local, regional and statewide economic development partner organizations
ED.10	Develop an online community pride campaign themed around the "A Place to Imagine" branding	Complete	Tied in with other branding projects
ED.11	Translate marketing materials and other important information into multiple languages	Complete pending rollout of new website 1/22	New website will have a translate function. Individual items such as brochures/marketing materials have not been translated but when placed on the new website as text, translate function will be active
ED.12	Expand Economic Development marketing efforts	Ongoing	Expanded contract position into full time position, reevaluated marketing efforts and placed items online. Business visits have increased
ED.13	Clarify the process of informing Norcross about leads with regional partners	Complete	Partnership Gwinnett and GA Department of Economic Development
ED.14	Update Norcross bi-fold or create a relocation brochure for new residents	Partially complete and ongoing	Info goes to Norcross Power users and SNC working on new resident packet information
ED.15	Develop a system of one-on-one company visits outside of sector partnership meetings to talk with local businesses about Norcross	Complete and ongoing	Handled by Business Development Manager position
ED.16	Find opportunities to connect firms (especially those in target industries) to Norcross high schools	Ongoing	Economic Development Director is on the Connect Committee of the SW Gwinnett

			Chamber and this is a committee goal
Sustainability Plan			
ED.17	Create an internship portal that links Norcross students with local businesses	Ongoing	Exploring opportunities to tie in with Norcross-Works program platform
ED.18	Develop and promote a mentorship program for underrepresented community members to increase access to small business certifications	No longer valid as a city led item	Facilitate project with partners through WorkSource Atlanta, Metro Atlanta Chamber, Minority Supply Development Council and Gwinnett Tech
ED.19	Launch a voluntary business conservation challenge and recognize participants in an annual event	Unsure	
ED.20	Partner with local schools and community organizations to support students and their parents so they can fully engage in the Norcross economy	Ongoing	Through SW Gwinnett Chamber
Sustainability & Quality of Life			
SQ.1	Develop school needs – community resources matching tool	Complete	Budget process established; remove GCPS as responsible party
SQ.2	Construct gateways (stone columns and signage); Possible use of digital readers for City events and news	Underway and ongoing	Project at PIB/HBR is complete; LED is estimated to cost \$25,000 each; stone columns and foundations \$40,000 each
SQ.3	LCI Greenway Segment 1: Downtown Norcross to Beaver Ruin Road/Pinnacle Way (Priority 1 segment)	Underway and ongoing	Estimated cost now \$11,000,000
SQ.4	LCI Greenway Segment 2: Price Place from Mitchell Road to Beaver Ruin Road (Priority 1 Segment)	Underway and ongoing Extends 2024+ item	Estimated cost now \$11,000,000
SQ.5	LCI Greenway Priority 1 Segment BMPS	Incomplete	This will be part of the Buford Hwy Master Plan
SQ.6	Beaver Ruin Creek Stream Restoration	Future 2024+ Project	Unknown timeline and funding source

SQ.7	Southeast Utility Trail Corridor	Future 2024+ project	See Buford Hwy Master Plan; project currently unfunded
SQ.8	Expand the Citizen's Police Academy programming and support it by neighborhood	Not valid at this time	We need to hire a full time Community Outreach Officer before doing the basic academy. An expansion would require coordinated community outreach and additional resources in addition to one full time officer. Hope to fill position in FY22 and request additional funds in FY23
SQ.9	Conduct annual energy, water and waste audits for City buildings and implement retrofits	Ongoing	Requirement of the Green Communities program and is standard procedure. Consider removing this item
SQ.10	Complete the Green Infrastructure Assessment	Ongoing	Storm water Superintendent completes an annual green infrastructure assessment as part of the annual MS4 report
SQ.11	Study needs and opportunities to increase recycling, such as recycling events and additional drop-off options in multifamily developments and for hard-to-recycle materials	Ongoing	Hosted a small household hazardous waste recycle event in 2020, HHW event is truly beyond the scope of what staff can handle, full-fledged HHW event may be cost prohibitive. Also worked with SNC on Feet on the Street program in 2021 to increase residential single stream recycling outcomes,
SQ.12	Develop an advisory board staffed by representatives of immigrant communities	Incomplete	Would be managed by Community Outreach position when the position is filled
SQ.13	Expand and support the faith community and city partnership to organize volunteer assistance days for low-income residents facing code violations	Ongoing	Routine effort of CE

SQ.14	Create a Volunteer Norcross web platform	Complete	iVolunteer paid platform has been replaced by Event Me platform
SQ.15	Develop Lead Norcross program	No longer valid	Was determined to be no longer valid in last Report of Accomplishments due to lack of resources
SQ.16	Update Technology Plan	Ongoing Extends 2024+ item	
SQ.17	Implement local Next Generation Focus Program	No longer valid	Other programs such as Junior Achievement address the items in this program
SQ.18	Update Parks Master Plan to include one or more linear parks to downtown	Complete and ongoing 2024+ item	Fickling Park has been included. Linear Parks could be considered as part of the Buford Highway Master Plan
SQ.19	Pursue Bike Friendly Community certification from the League of American Bicyclists	No longer valid? Extends 2024+ item	Deficiencies too numerous to overcome at this time?
SQ.20	Create a Roles & Duties Guide for Norcross Boards and Commissions	Complete	
SQ.21	Consider developing a full time event coordinator/ manager position	Complete	
SQ.22	As part of the new UDO, require developers to donate funds for tree replacement if the replacement cannot be done on site.	Complete	
SQ.23	Pursue Walk Friendly Certification	No longer valid? Extends 2024+ item	Application deficiencies too numerous to overcome at this time
SQ.24	Implement recommendations from the Local Foods Accountability Model Report	Ongoing	
SQ.25	Coordinate City-wide GIS system and annually obtain GIS data from the County regarding parcel boundaries and transportation improvements	Ongoing	

SQ.26	Promote and partner on Town Center LCI projects	Ongoing	And in process as part of the Buford Highway Master Plan
SQ.27	Manage website	Ongoing	Should this ongoing item be removed?
SQ.28	Update Five Year Technology Plan annually	Ongoing	
SQ.29	Maintain City's LEED and Green Communities Designation	Ongoing	
SQ.30	Evaluate potential update and maintenance of the City's entry gateways	Ongoing	See entryway signage item. Audit is now complete, PIB/HBR gateway is complete
SQ.31	Relocate utilities underground	In process 2024+ item for execution	In 4-5 months will start a study to see which systems can be converted; relocation is currently unfunded
SQ.32	Plan and construct a Cultural Arts Center	2024+ item	Unfunded
BRE (Business Retention, Recruitment, Expansion)			
SQ.33	Provide ongoing support for BRE	Ongoing	
SQ.34	Re-establish a City/DDA Revolving Loan Fund for local small business and entrepreneurs	Ongoing	Item to be discussed by NDA
SQ.35	Establish Entrepreneur Innovation Hub Development in location(s) to be determined	No longer valid	This item is addressed by the Chamber and the County, may be a repetitive item for us, consider removing from CWP
SQ.36	Develop and administer annual business owner survey to gauge the needs and opinions of the business community	Complete and ongoing	Conducted COVID-19 survey as well as follow-up. Also accomplished via regular business visits by Business Development Manager
SQ.37	Develop and implement Hispanic outreach to learn business needs	ongoing	BRE through BDM and ACE, suggest removing from CWP
SQ.38	Aggressive Film/TV and creative Business Recruitment along AT-PIB and I-85 Act Ctr Character Areas to help fill vacant office space	No longer valid	Explore Gwinnett handles this, suggest removing from CWP

Marketing			
SQ.39	Implement 2018 Strategic Marketing Plan and Targeted Industry Study	Complete	
SQ.40	Hold Annual Media Roundtable Luncheon to increase relationships with metro Atlanta media professionals to garner more positive and earned media coverage for Norcross	No longer valid	The City reaches out to media via other modes. Roundtable luncheon no longer considered effective mode
SQ.41	Federal Opportunity Zone Strategic Plan and Investor Outreach to direct investors to project opportunities	No longer valid	FOZ are not what we thought they would be, item no longer necessary
SQ.42	Complete Annual Scorecard Report	No longer valid	Annual Scorecard Report is completed at the federal level
SQ.43	Host City Signature Event: Annual Food & Music/Block Party Festival that will draw in large crowds from around metro Atlanta	Ongoing	Through the Event Manager's office
SQ.44	Implement Phase I: Buford Highway (Portions of Character Areas 6, 7, and 8) Redevelopment Concept Plan	Complete	Buford Highway Master Plan completed and adopted
SQ.45	Implement Phase I: Buford Highway (Portions of Character Areas 6, 7, and 8) Redevelopment	Ongoing	
SQ.46	Implement I-85 Activity Center (Character Area 13) Transit-Oriented Development and Gateway Improvement	Ongoing	Transit-oriented development continues to be dependent upon a successful referendum.
SQ.47	Reserve Fund for Purchasing Property; Consider creating a Land Bank Authority	Ongoing	Mayor and Council discussions continue
SQ.48	Continue ongoing redevelopment of Historic Downtown	Ongoing	

SQ.49	Conduct a Comprehensive Smart City Study	Ongoing	Need clarification from M&C about priority level
SQ.50	Create an Innovation Council to advise the City Council on how to address and apply new technologies	Incomplete	Need additional direction from M&C
SQ.51	Conduct Comprehensive Smart City Study Phase Implementation	Incomplete	Need additional direction from M&C
SQ.52	Institute broadband Access Program for Low-income Areas to close the “digital-divide” in Norcross	Incomplete	How do we handle going forward?
SQ.53	Implement LiveNorcross: Hire Housing Manager to develop and implement ongoing housing and neighborhood stabilization programs	Complete	Funds made available in the M&C budget for FY22 to supplement a GICH-related position with transitional funding anticipated for FY23
SQ.54	Explore college/university satellite office to assist more residents in obtaining certificates and higher education degrees	No longer valid	Do we have capacity to work on this? Post Covid is this possible?
SQ.55	Administer Norcross Schoolhouse Rock PR Campaign to highlight and promote area schools to overcome negative perceptions	No longer valid	Staff recommend to remove
SQ.56	Partner with Dept. of Labor for segment workforce training sessions	Incomplete	Exploring incorporation into Norcross Works program
SQ.57	Establish and promote workforce program(s) to connect local residents with local employers in conjunction with state and local organizations including GA Dept. of Labor, GA Center for Opportunity, Corners Outreach, Great Promise Partnership, and others.	Incomplete	Exploring incorporation into Norcross Works program



MAYOR **CRAIG NEWTON** · MAYOR PRO TEM **MATT MYERS** · COUNCILMEMBER **ANDREW HIXSON** · COUNCILMEMBER **JOSH BARE**
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City of Norcross

Legislation Details (With Details)

File #:	(ID # 3381)	Version:	
Type #:	Agenda Item	Status:	Agenda Ready
On Agenda:	1/27/2022 8:00 AM	In Control:	Mayor and Council Visioning Session
Title:	DDA Project Priorities		
Sponsors:			
Code Sections:			
Attachments:			
	1. DDA Project List		
Title			
DDA Project Priorities			

DDA PROJECT PRIORITIES

1. Identify and pursue the acquisition of strategic parcels with a focus on:
 - a. Buford Highway Master Plan – With a focus between Lively Avenue and Summerour Street Corridor
 - b. Parcels between Skin Alley & College Street
2. Encouraging complimentary redevelopment of the Masons Building & Publix Credit Union buildings



MAYOR **CRAIG NEWTON** · MAYOR PRO TEM **MATT MYERS** · COUNCILMEMBER **ANDREW HIXSON** · COUNCILMEMBER **JOSH BARE**
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City of Norcross

Legislation Details (With Details)

File #:	(ID # 3380)	Version:	
Type #:	Agenda Item	Status:	Agenda Ready
On Agenda:	1/27/2022 8:00 AM	In Control:	Mayor and Council Visioning Session
Title:	NDA Project Priorities		
Sponsors:			
Code Sections:			
Attachments:			
	1. NDA Project List		
Title			
NDA Project Priorities			

NDA PROJECT IDEAS & PRIORITIES

- Walkability
- Affordability (housing)
- Workforce Development & Opportunities (job training, career resources)



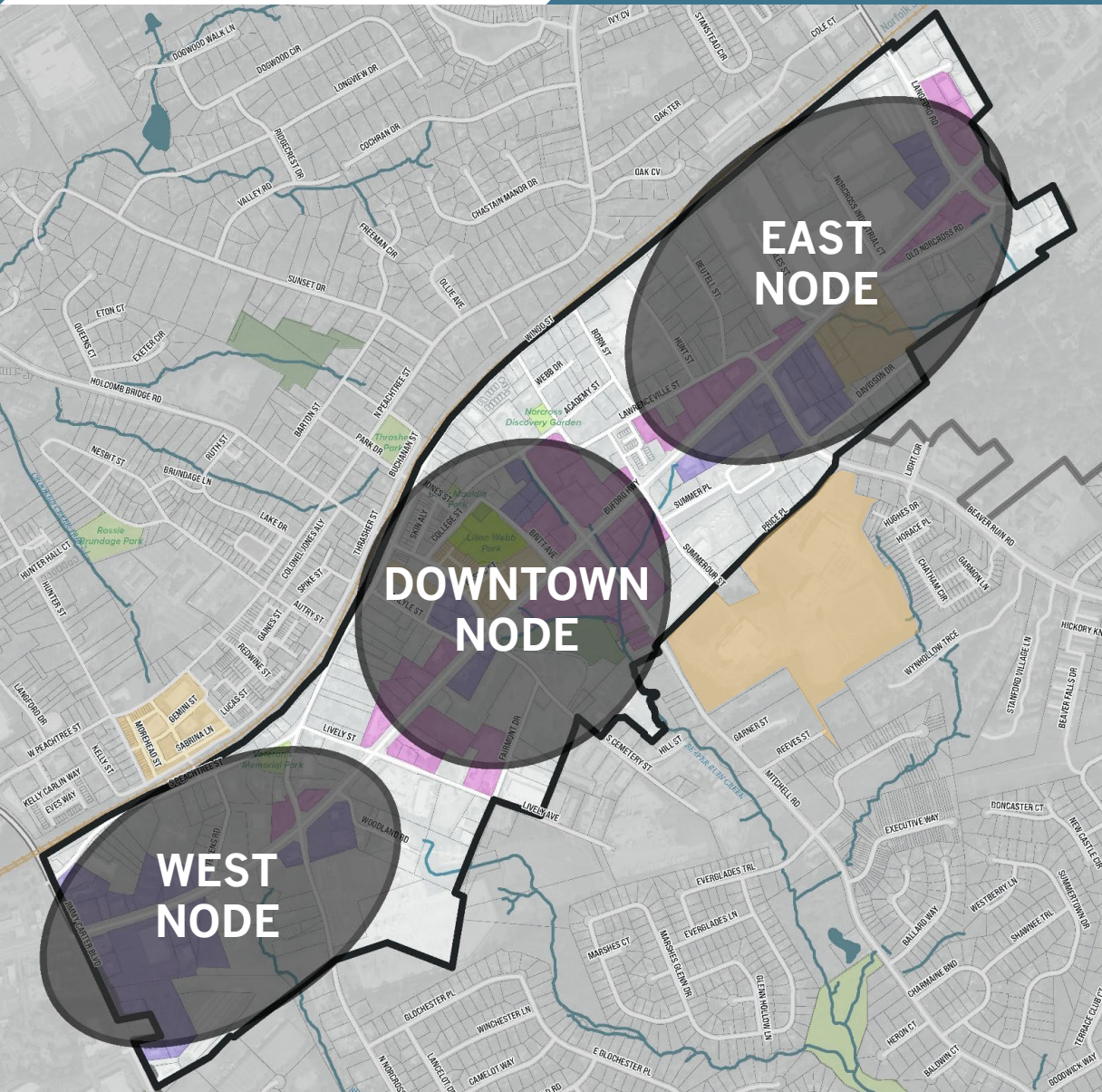
MAYOR **CRAIG NEWTON** · MAYOR PRO TEM **MATT MYERS** · COUNCILMEMBER **ANDREW HIXSON** · COUNCILMEMBER **JOSH BARE**
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City of Norcross

Legislation Details (With Details)

File #:	(ID # 3379)	Version:	
Type #:	Agenda Item	Status:	Agenda Ready
On Agenda:	1/27/2022 8:00 AM	In Control:	Mayor and Council Visioning Session
Title:	Buford Highway Nodes		
Sponsors:			
Code Sections:			
Attachments			
	1. BuHi Nodes		
Title			
Buford Highway Nodes			

3 NODES



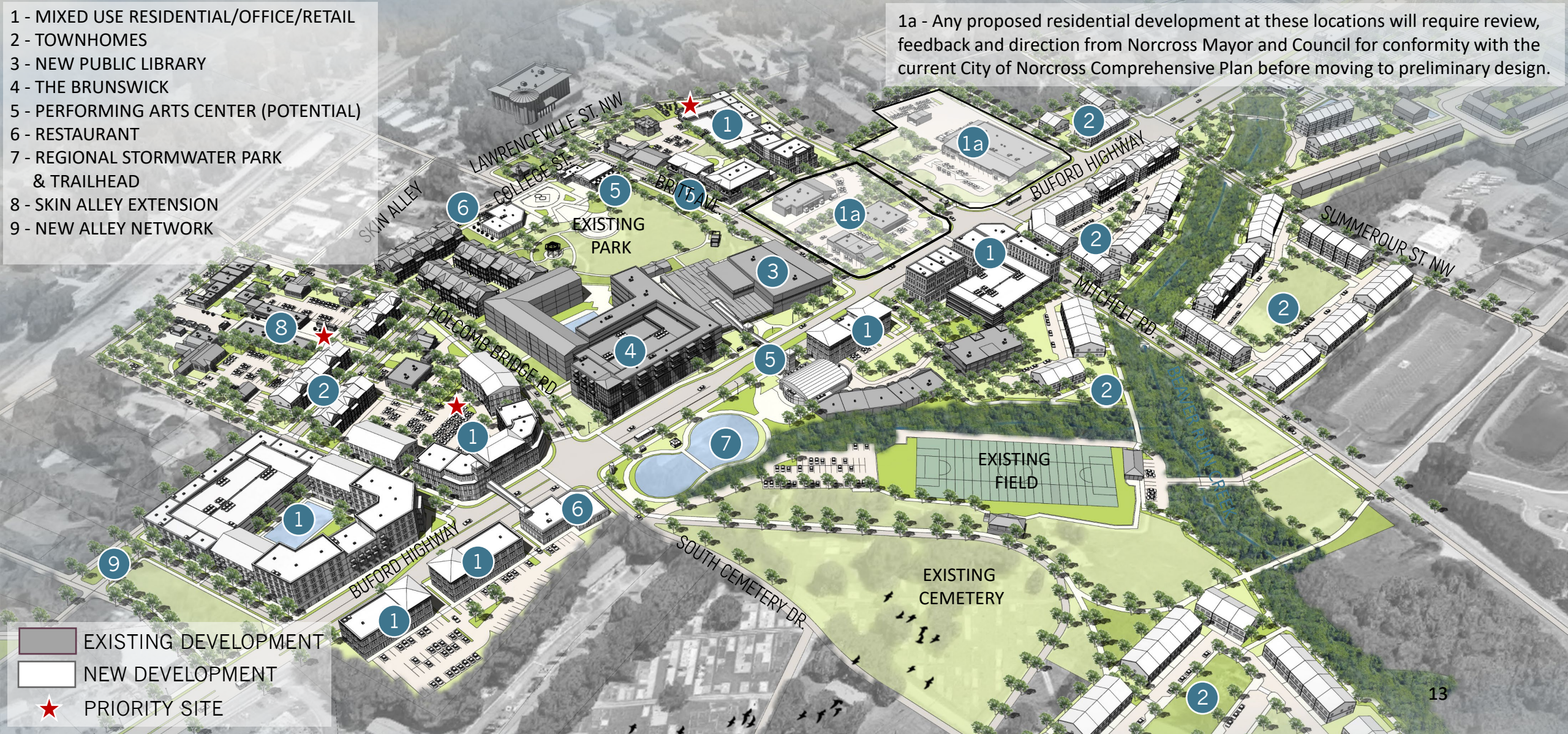
- **West Node:** Jimmy Carter Blvd at Buford Highway
- **Downtown Node:** Lillian Webb Park
- **East Node:** Beaver Run Road at Buford Highway

NODE 1

DOWNTOWN

- 1 - MIXED USE RESIDENTIAL/OFFICE/RETAIL
- 2 - TOWNHOMES
- 3 - NEW PUBLIC LIBRARY
- 4 - THE BRUNSWICK
- 5 - PERFORMING ARTS CENTER (POTENTIAL)
- 6 - RESTAURANT
- 7 - REGIONAL STORMWATER PARK & TRAILHEAD
- 8 - SKIN ALLEY EXTENSION
- 9 - NEW ALLEY NETWORK

1a - Any proposed residential development at these locations will require review, feedback and direction from Norcross Mayor and Council for conformity with the current City of Norcross Comprehensive Plan before moving to preliminary design.



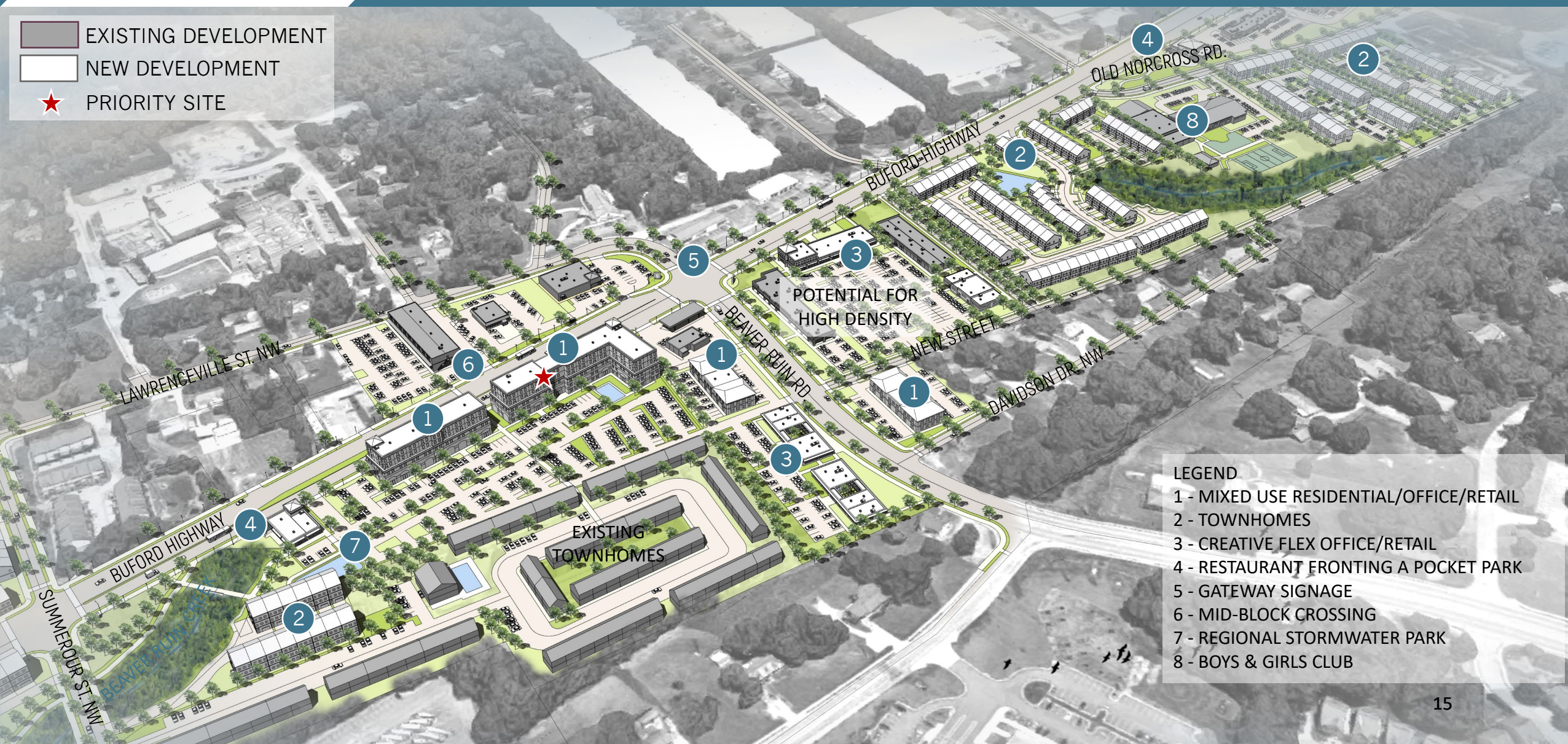
NODE 1

DOWNTOWN



NODE 2

EAST GATEWAY



NODE 3

WEST GATEWAY

- EXISTING DEVELOPMENT
- NEW DEVELOPMENT
- PRIORITY SITE



- LEGEND
- 1- MIXED USE RESIDENTIAL/OFFICE/RETAIL
 - 2 - TOWNHOMES/MISSING MIDDLE
 - 3 - COMMERCIAL
 - 4 - COMMUNITY GREEN
 - 5 - REGIONAL STORMWATER PARK
 - 6 - TRAIL NETWORK
 - 7 - PUBLIC STORAGE FACILITY